MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022/2023 (TERM ID 2210)

DHR5614 – MANAGING HUMAN RESOURCES

(All sections/Groups)

14 FEBRUARY 2023
2.30 p.m – 4.30 p.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 5 pages with 2 sections.
2. Answer **ALL** questions.
3. For sections A, shade your answers in the OMR sheet provided.
4. For section B, write your answers in the answer booklet provided.

SECTION A: Multiple Choice Questions (20 Marks).

1. What is the type of interview which lists the questions ahead of time?
   A. Structured interview.
   B. Unstructured interview.
   C. Situational interview.
   D. Behavioural interview.

2. What is the **FIRST** step in conducting an effective interview?
   A. Knowing the job.
   B. Developing relevant questions.
   C. Establishing rapport with candidates.
   D. Asking technical questions.

3. A manager who begins an interview by asking the applicant about the weather condition is most likely attempting to _____.
   A. seek a spontaneous answer from the candidate
   B. identify the candidate's leadership abilities
   C. assess the candidate's interpersonal skills
   D. put the candidate at ease

4. Terence, a new marketing manager in Jusco bandaraya, is learning the job by actually doing job-related tasks such as contacting customers. Terence is **MOST** likely participating in _____.
   A. on-the-job training
   B. socialisation
   C. social learning
   D. modeling

5. _____ attempts to foster harmonious working relationships and to develop cross-cultural sensitivity among the employees of an organisation.
   A. Adaptability screening
   B. Multicultural simulation
   C. Mandatory arbitration
   D. Diversity training

6. All of the following are on-the-job training methods **EXCEPT** _____.
   A. job rotation
   B. case study learning
   C. special assignment
   D. understudy approach

Continued...

7. Employee performance appraisals are conducted by all of the following **EXCEPT** _____.
   A. peers
   B. competitors
   C. subordinates
   D. rating committees

8. Which of the following terms refers to a performance appraisal based on surveys from peers, supervisors, subordinates, and customers?
   A. 360-degree feedback.
   B. Team appraisals.
   C. Upward feedback.
   D. Rating committee.

9. Hui Yin needs to rate four of her subordinates. She makes a chart of all possible pairs of employees for each trait being evaluated. Then, she indicates the better employee of each pair with a positive symbol on the chart. Finally, she totals the number of positive symbols for each employee. Which method of performance appraisal has Hui Yin **MOST** likely used?
   A. Graphic ranking scale.
   B. Alternation ranking.
   C. Paired comparison.
   D. Forced distribution.

10. Behaviour modification is based upon the principles of rewards and punishments advanced by _____.
    A. Frederick Taylor
    B. Frederick Herzberg
    C. B.F. Skinner
    D. Edward Deci

11. In which of the following do workers receive a basic hourly rate plus a premium equal to the percent by which their performance exceeds the standard?
    A. Variable pay.
    B. Straight piecework.
    C. Standard hour plan.
    D. Standard piecework.

12. Which of the following is **NOT** a type of direct financial payment?
    A. Wages.
    B. Insurance.
    C. Incentives.
    D. Commissions.

Continued...

13. Yee is a teacher in kindergarten . She recently learned that another teacher who joined the kindergarten at the same time earns a lower salary than she does. Which form of equity is most relevant to Yee's situation?
    A. External.
    B. Distributive.
    C. Individual.
    D. Procedural.

14. Soak Yan was terminated from her position as a bank manager at RHB. On her last day at work, Soak Yan received a check for RM 2500. Which of the following pay did Soak Yan **MOST** likely receive from RHB?
    A. Merit pay.
    B. Annual bonus.
    C. Severance pay.
    D. Performance pay.

15. A plan in which the employer contributes to employees' retirement savings funds specified is known as a _____.
    A. EPF
    B. investment plan
    C. pension plan
    D. flexi contribution plan

16. _____ seek(s) to enable employees to balance their job and family responsibilities.
    A. Sick leave
    B. Pension plans
    C. Work-life benefits
    D. Benefit management systems

17. Which of the following is an example of a compressed workweek?
    A. Danish works from 7 am to 3 pm, Monday-Friday.
    B. Sophea works from 7 am to 5 pm, Monday-Thursday.
    C. Sarah works from 11 am to 7 pm, five days per week.
    D. Kavita works from 12 pm to 6 pm, Monday-Sunday.

18. Geert Hofstede called the extent to which a culture feels threatened or anxious about ambiguity and changes is _____.
    A. masculinity
    B. individualism
    C. power distance
    D. uncertainty avoidance

Continued...

19. An organisaton that believes that only host country managers can ever really understand the culture and behaviour of the host country market would be referred to as _____.
    A. polycentric
    B. ethnocentric
    C. geocentric
    D. monocentric

20. Honda tends to follow an ethnocentric staffing approach. Which group will it **MOST** likely hire for upper-level management positions in Malaysia?
    A. Home-country nationals.
    B. Host-country nationals.
    C. Third-country nationals.
    D. Local citizens.

(Total: 20 Marks)

SECTION B: Structured Questions (80 Marks)

QUESTION 1

For over 26 years, Gordon Ramsay Restaurant has been offering rare breed steaks straight from the salt block, as well as burgers, fresh market fish and salads for the customers. Gordon Ramsay Restaurants manager realises that the restaurant's success depends upon the excellent customer service served to the customers. Hence, the restaurant manager is determined to hire the best waiters/waitresses for the restaurant.

Scenario 1

(a) Refer to scenario 1, and suggest any **FOUR (4)** preemployment tests that can be conducted by Gordon Ramsay Restaurants manager to select the best waiters/waitresses for the restaurant. (8 marks)

(b) Does physical examination is required for waiters/waitresses? Justify your answer. (2 marks)

(Total: 10 marks)

QUESTION 2

(a) State and explain any **FIVE (5)** methods to conduct an interview. (10 marks)

(b) List **FIVE (5)** errors that can undermine an interview's usefulness. (5 marks)

(Total: 15 marks)

Continued...

QUESTION 3

> Appraisals by the immediate supervisor are still the heart of most appraisal processes.

Statement 1

(a) Referring to Statement 1 above, state and briefly explain any **FIVE (5)** problems to be avoided by the immediate supervisor in appraising performance. (10 marks)

(b) Provide any **FOUR (4)** tips to deal with appraisal problems. (4 marks)

(Total: 14 marks)

QUESTION 4

The main objective of any fast-food restaurant is to manage and improve employee performance. Identify and explain the **THREE (3)** financial incentives and the **THREE (3)** non-financial incentive plans that would be best for motivating fast-food chain employees. (12 marks)

(Total: 12 marks)

QUESTION 5

(a) Define "employee benefit". (2 marks)

(b) State and discuss any **FIVE (5)** employee benefits provided by almost all employers. (10 marks)

(Total: 12 marks)

QUESTION 6

(a) Identify and briefly describe the **FOUR (4)** types of international company employees. Provide **ONE (1)** example for each. (12 marks)

(b) List any **FIVE (5)** ways in which an organisation selects international managers. (5 marks)

(Total: 17 Marks)

End of Paper